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SEP 23 1957

MEMORANDUM FOR: Deputy Director (Support)

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ATTENTION :

SUBJECT : "Executive Development Program",
University of Chicago, August 1957 --
Report by

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1. Before giving my evaluation of the subject program I think it is proper that I first state what I believe were the objectives of the program. In my opinion, supported by some evidence presented herein, the program as presented had a twofold purpose as follows:

a. To provide the student with a history and knowledge of how administration is carried on today.

b. To provide the social scientists with realistic materials, (a group of Federal administrators, their philosophy, and administrative behavior) as a means to further scientific research into how administration ought to be carried on.

2. Though much of the material presented as to how administration is accomplished was obvious, the ensuing discussions, analyses, and critiques did provide me with a greater practical knowledge and understanding of principles and problems of administration. Such materials as human relations, administrative techniques and methods employed today, moral and ethical considerations in decision making, mobility in organizations, and many others have given me a greater self-insight into the area of administration as a whole.

3. A great deal of the materials presented were highly provocative and abstract and could not be tied down to observable realities. Tab A is an example of some of the provocative materials. Who will say that there isn't some truth or deny what Dr. Martin says he found in a study of over 200 successful executives in private industry?

4. Nevertheless, I think this type of material together with the clinics, workshops, and the Thematic Apperception Test, served to provide the student with a strong stimulus which made for critical analysis and evaluation on his part. These aspects of the program which were evident in all sessions, in my opinion, served as a means for the social scientist to further his research for scientific approach to administration.

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5. I sincerely appreciate the opportunity to participate in the program as I think I have derived many benefits from the experience and although many of them may not be readily apparent, I do believe they will develop as I continue in my career. For those ideas and materials presented which require tolerance, they too, I believe, will provide me with the incentive to continue my own search for what is true and false, right and wrong, good and bad.

6. I am not elaborating on the logistics of the program since I share the views of my Agency colleagues who attended earlier sessions at the Institute. The quarters and dining facilities were only satisfactory and the overall administration of the program could be improved.

7. As to the value of the program compared with the monetary costs I have tried to present briefly how I think I have benefited by the experience. In terms of Agency benefits they can only be measured as my career develops. There is another value, however, that is the contribution made by the Agency and the individuals in providing the social scientists with realistic material in their search for a "Science of Administration". Perhaps in due time we may be able to evaluate this value when the social scientist publishes his paper which might be titled, "The Brainstorming and Brainwashing of a Group of Federal Administrators."

8. Following are a few brief outlines of the more important subjects presented:

a. The Anatomy of Administration: Organization

(1) This seminar consisted of eighteen hours and was conducted by Professor Victor A. Thompson, Professor and Chairman of the Department of Political and Social Sciences at the Illinois Institute of Technology.

(2) The seminar started with a study and discussion of the nature, growth, study and theories of administration. This led to the area of how governmental organizations originate. What problems arise that make for the need of organization? How form and structure of organization are determined? Informal organizations within formal organizations.

(3) The practical and obvious aspects of this seminar centered around the typical pyramidal form of organization with the basis for departmentalization and the old question of span of control being both attacked and supported in the discussions.

(4) Relationships in formal organizations such as overhead and counterpart units, myths associated with line-staff relations and headquarters versus field offices were old hat to many; however, it did provide greater insight into organization, and was well worth the time and effort.

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b. Science and Administration

(1) Professor David Easton of the Political Science Department, University of Chicago, conducted this seminar which was supplemented by lectures given by Professor David G. Moore who has done research in administration with Western Electric, Sears Roebuck, and is a consultant on management to United Airlines and Armour Company.

(2) The purpose of this seminar was an attempt to bring out the uses and limitations of science in making for a better understanding of the administrative process. Particular attention was focused on the nature of social research methods, and techniques of experimental inquiry and the use of statistical measures. I believe the theme held to in Professor Easton's presentation was the administrator who is unwilling to learn how conclusions are reached cannot judge properly whether or not the conclusions are correct.

(3) Easton's main thrust was that we are living in a civilization in which decisions are increasingly based upon scientific fact. As examples, studies and research carried out by others, such as the market analyst, the public opinion expert, the investigator of communications and propaganda are all gathering facts for government and business needs. Those who cannot understand how the facts are reached will be unable to separate fact from speculation. He concludes by stating that a knowledge of social science research methods is most useful to the decision-maker for interpreting and weighing such reports.

c. Decision-Making in Administration

(1) The seminar consisting of 30 hours was led by Professor Norman Martin of the School of Business, University of Chicago. He is also a consultant on management to Corn Products Refining Company.

(2) This seminar was devoted to an analysis of the psychology and sociology of administration with special reference to decision-making as the heart of the administrative process. Some of the specific subjects discussed were:

(a) How the decision-maker communicates with and motivates individuals to implement decisions.

(b) The kinds of decisions which the administrator makes and the basis upon which he makes them.

(c) An examination of the problems which are raised for the decision-maker by his conflicting responsibilities to his agency and to other environmental influences.

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(d) Why people work and what motivates them to work harder; problems faced in changing the behavior of others.

(e) Professional ethics and personal ethics as types of social control. The conditions under which self regulation may displace supervision and competition. The nature and extent of administrative discretion.

(3) Following are some of the major factors in decision-making which were discussed during this seminar:

- (a) Does the situation warrant a change?
- (b) What is the present situation? Trends? Future?
- (c) Use of staff intelligence units for information bearing on the situation.
- (d) What makes for the change? Decisions?
- (e) What objectives are involved for self? Organization?
- (f) What are the alternatives? Self? Organization?
- (g) What are the consequences of each?
- (h) What means exist to implement the decision?
- (i) What are the risks and uncertainties?

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Attachment (Tab A)

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